

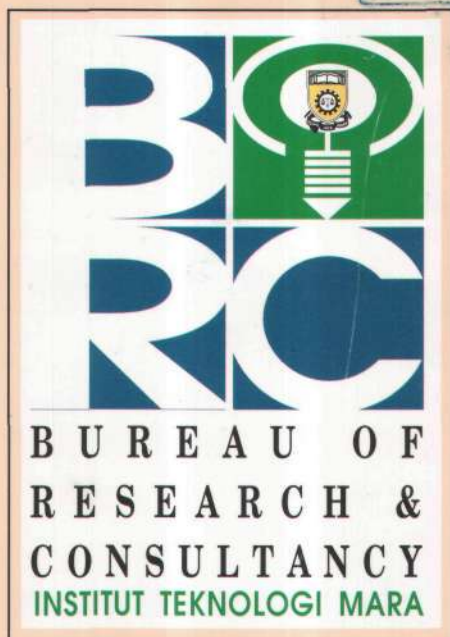
VOL. 1 NO. 2 DECEMBER 1994

ISSN 0128 - 7141

BRC JOURNAL

Journal of the Bureau of Research and Consultancy,
MARA Institute of Technology.

(Jurnal Biro Penyelidikan dan Perundingan, Institut Teknologi MARA)



ITM
ITM
ITM
ITM
ITM
ITM
ITM
ITM
ITM

ITM
ITM

ITM
ITM

ITM
ITM
ITM
ITM
ITM
ITM
ITM
ITM
ITM

OVERALL JOB SATISFACTION AMONG ACADEMIC STAFF OF THE MARA INSTITUTE OF TECHNOLOGY, SHAH ALAM

by

Mohamed Hashim Mohd. Kamil, Ph.D.

ABSTRACT

The major focus of this study was to examine whether overall job satisfaction can be better predicted when placed within the context of the individual's total life situation. The main objective of the study was to determine factors that contribute towards job satisfaction among academic staff of the MARA Institute of Technology (ITM), Shah Alam. Specifically, it attempted to ascertain whether selected individual attributes, selected job-related variables, and selected non-job related variables are potential determinants of overall of satisfaction.

The sample size of 400 respondents was derived from 1000 accessible lecturers of ITM, Shah Alam. A self-administered questionnaire was selected as a mode of data collection. All instruments used in the study were adaptations of previously developed instruments and were found to be valid and reliable. Correlational and multiple regression analysis were utilized to analyze the data.

Overall life satisfaction, career salience, job characteristics and family satisfaction were identified as significant predictors of overall job satisfaction. The significant contribution of overall life satisfaction and family satisfaction are clear evidence that overall job satisfaction should be examined within the context of the context of the individual's total life situation. Implications and managerial recommendations were also proposed.

Keywords: Job satisfaction, academic staff, MARA Institute of Technology.

INTRODUCTION

Lecturers of ITM play a vital role in ensuring the accomplishment of ITM's mission of "educating and training the Bumiputeras to be effective professional scholars for them to play the role of change agents in the development of the nation". ITM as a government institution is also indirectly responsible in the creation of a fully developed and industrialized Malaysia by the year 2020. Hopkins (1983) in his study of "Work and Job Satisfaction in the Public Sector" has found that a rapidly changing economic environment can and has produced a stressful environment for the employees. The changing demands of the economic environment has caused various adjustments to the size, structure and processes in ITM. The recent implementation of the New Remuneration System and the adoption of Total Quality Management (TQM) as a working philosophy are examples of new policies and administrative reforms introduced in order to meet the needs of the present time. Hence, it can be inferred that the economic challenges confronting Malaysia may create a rather stressful work life.

In order for the academic staff to pursue such challenging tasks, the psychological well-being of employees has become an important concern. With the implementation of the New Remuneration System, the quality of work life takes a different perspective in the context of striving to achieve ITM's mission. A workforce that promotes professionalism and integrity and the creation of a happy and harmonious work-place are critical in ensuring that ITM becomes a premier institution of higher learning in Malaysia.

The lack of a more comprehensive and effective approach of managing job satisfaction may be attributed to the assumption that the conditions of the work place control most of the attitudes and behaviors while at work. This is highly questionable because attitudes and behaviors do not originate purely from the happenings in the work place. In the context of institutions of higher learning, Abu Bakar (1985) reported that the academic staff of Malaysian universities were not satisfied with their job and personal life.

Research studies that have attempted to explore the thesis that attitudes and behaviors originate purely from the conditions in the work place have been inconclusive (Rain *et al.* 1991; Parasuraman *et al.* 1992). The true significance in examining the nature and causes of job satisfaction may be determined more comprehensively when the individual is placed within the context of the individual total life situation.

STATEMENT OF PROBLEM

This study focuses on whether job satisfaction can be better predicted when placed within the context of the individual's total life space or total life situation.

Specifically, the study seeks to determine whether selected individual attributes, selected job-related variables and selected non-job related factors are potential predictors of overall job satisfaction.

SCOPE OF THE STUDY

RELATIONSHIPS BETWEEN SELECTED INDIVIDUAL ATTRIBUTES AND OVERALL JOB SATISFACTION

SELF-ESTEEM

Self-esteem is one of the prominent personality dimensions which has been strongly advocated as an indicator of quality of work life. It has been recognized as an indicator of work-role effectiveness from the perspective of the worker (Seashore and Taber, 1975). Self-esteem is defined as the positive or negative attitude toward the self. High self-esteem demonstrates feelings of high respect and "worthiness" toward the self. Low self-esteem indicates self-rejection, self-dissatisfaction, and self-contempt.

The documentation of the relationship between self-esteem and job satisfaction has been explored in many studies (Brockner, 1988). Most findings indicate a positive correlation of between 0.20 to 0.50 between job satisfaction and self-esteem.

SEX-ROLE ORIENTATION

It was a common practice in the past to assume that masculinity and femininity are perceived as polar opposites on a single dimension where individuals are categorized as either masculine or feminine (Schuttenberg *et al.* 1990). However, this dichotomy has been challenged to accommodate the fact that individuals may be both masculine and feminine depending on the situational appropriateness of the various behaviors.

Sex-role orientation is defined as the extent to which a person identifies himself or herself as masculine or feminine. A masculine sex-role type represents traits and behaviors such as competence, independence, objectivity, aggressiveness, self-confidence, and being logical. A feminine sex-role type is associated with traits and behaviors reflecting emotional expressiveness, nurturing, dependency, subjectiveness, submissiveness, sensitivity and lacking in self-confidence (Bledsoe, 1983).

Several studies have attempted to explore the relationship between sex-role orientation and job satisfaction (Schuttenberg *et al.* 1990). A critical meta-analytic study conducted by Whitley (1984) from 35 studies indicated that one's psychological well-being is perceived to be a function of the extent to which one has a masculine sex-role orientation, irrespective of gender.

RELATIONSHIPS BETWEEN SELECTED NON-JOB RELATED VARIABLES AND OVERALL JOB SATISFACTION

WORK-FAMILY CONFLICT

It has been more than a decade since Kanter (1977) demonstrated the interactions between family and work life. Since then, there is a growing body of literature which

supports the interdependence between work and family life. Work-Family conflict is defined as a form of interrole conflict in which the role pressures from the work and the family domains are mutually incompatible in some respect.

Work-family conflict is an important concern for managers of organizations especially, when conflict, as a source of stress has negative consequences on job attitudes and behavior. A number of research studies have generally supported the association between work-family conflict and job satisfaction (Coverman, 1989).

FAMILY SATISFACTION

Kanter (1977: 54) suggested that "family concerns can define work orientations, motivations, abilities, emotional energy, and the demands people bring to the workplace". Kanter contended that no more is it conceivable to expect that employees have support systems at home to guarantee that family problems do not intrude into the workplace (cited in Schultz and Henderson, 1985). This situation may be attributed to the fact that the rapid social and cultural changes happening in the workplace have caused more and more individuals to be faced by both work and family responsibilities.

Family satisfaction is defined as the individual attitude or expression of feelings towards family life. It relates to the extent of satisfaction the respondent has towards his or her family.

One of the earliest studies to indicate a relationship between family satisfaction and job satisfaction was conducted by Kornhauser in 1965. He found that the tetrachoric correlation coefficient between job satisfaction and family-home satisfaction was 0.34 among 407 respondents. Other studies have also confirmed the significance of the family environment in explaining job satisfaction (Klein, 1986; McHenry, 1986).

OVERALL LIFE SATISFACTION

The interrelationship between job satisfaction and life satisfaction is one of the prominent areas in the literature on job attitudes among researchers in the field of industrial psychology and management research (Steiner and Truxillo, 1989). The notion that work, in terms of time and emotional involvement, is often regarded as a significant and central aspect of an individual's life bears testimony to the relationship between job and life satisfaction. It cannot be disputed that satisfaction in one life domain has implications for satisfaction in another domain (Rain *et al.* 1991).

In Western societies, the assumption that life satisfaction is influenced by job satisfaction has been widely accepted (Andrews and Withey, 1976). In fact, as stipulated by Kavanagh and Halpern (1977), if organizations are concerned with the concept of the "whole" employee, the integration between life and work roles becomes significant. This may permit the recognition of changes in societal norms where career-versus-marriage and mother-versus-worker role conflicts may dominate the lives of employed women.

Life satisfaction refers to the experience of life rather than the conditions of life. Life satisfaction is viewed as an overall measure of well-being. The extent of well-being depends on the quality of the individual's own experience, known directly to the individual person or as reported by that person. Specifically, satisfaction implies a judgemental or cognitive experience which translates into the perceived discrepancy between aspiration and achievement. If the degree of discrepancy is small, the result is satisfaction; if the degree of discrepancy is large, there is dissatisfaction (Campbell, 1981). The level of satisfaction ranges from the perception of fulfillment to that of deprivation.

Based on an extensive literature search through meta-analysis, Tait *et al.* (1989) found 34 studies (combined $N = 19,811$) reporting the existence of a relationship between job and life satisfaction. It was estimated that the correlation coefficient between job and life satisfaction was 0.44 convincing the authors of the strong positive relationship between life and job satisfaction. They concluded by supporting the inference reported by Kopelman *et al.* (1983) that work should not be studied in isolation from non-work concerns.

Judge and Watanabe (in press) also suggested that the 0.44 correlation uncovered by Tait *et al.* (1989) clearly supports the spillover model as the most accurate means of explaining job and life satisfaction. The results in the former study conducted by Judge and Watanabe (in press) in assessing the causal nature of the relationship were positive and significant ($p < 0.05$).

RELATIONSHIPS BETWEEN SELECTED JOB-RELATED VARIABLES AND OVERALL JOB SATISFACTION

JOB CHARACTERISTICS

In an effort to produce a more humanized work environment for employees where the emphasis is on satisfying higher order needs among employees, an assortment of motivators have been identified in the workplace (Wexley and Yukl, 1977). One of the most popular motivators in producing a more humanized work environment for employees is the development of a proper job design.

Job design has been defined as "the deliberate, purposeful planning of the job, including any or all of its structural or social aspects" (Umstot *et al.* cited in Schermerhorn *et al.* 1985: 203). The basic idea of an appropriate job design can be traced to the contention made by Walton (cited in Loher *et al.* 1985) that a new breed of employees has emerged. Employees today tend to have more abilities, higher expectations and a stronger desire for self-responsibility in the workplace as compared to their predecessors. Employees often want more than just money from a job.

The mechanism that was developed to improve or change the job design is through job enrichment. The enrichment of the job content represents one of the quality of worklife programmes incorporating a "Systems" approach to job redesign (Koontz *et al.* 1986). One of the classical models of job enrichment is the Job Characteristics Model (JCM) which is part of the Job characteristics theory (Hackman and Lawler, 1971). The theory

identifies the task conditions under which employees are expected to prosper in their work.

The five job dimensions are: (1) Skill variety which refers to "the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person"; (2) Task identity which refers to "the degree to which the job requires completion of a whole, identifiable piece of work involving doing the job from beginning to end with a visible outcome"; (3) Autonomy which spells out "the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out"; (4) Task significance which is "the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or the world at large"; and (5) Job feedback which is regarded as "the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance" (Kulik *et al.* 1987: 281).

The documentation of empirical research of the relationship between job characteristics and job satisfaction has been ample. Scholars who have examined the association between job characteristics and job satisfaction have reported statistically significant and meaningful amount of explained variance in job satisfaction (Hodson, 1989; Glisson and Durich, 1988).

GROWTH NEED STRENGTH (GNS)

One of the important principles of managing human resources is the recognition of human individuality and respect for human dignity. It is not safe to assume that all employees choose enriched jobs. The tendency is that employees have their own personal viewpoint towards jobs. Therefore, it is prudent to identify the nature of employees before attempting to redesign jobs.

The concept of "growth need strength" (GNS) was derived from research done by Maslow and Alderfer (as cited in Cook *et al.* 1981) who defined growth needs at the upper levels of the assumed hierarchy, such as personal growth and development, accomplishment, and self-actualization.

Several studies have indicated that GNS is the most beneficial way to measure the nature of individual differences with regards to attitudes towards job characteristics. In a study by Kemp and Look (1983), GNS is perhaps the most consistently identified variable in the understanding of job satisfaction.

CAREER SALIENCE

The support for high quality worklives among employees has taken a new perspective by focusing on the kind of career the individual is pursuing. Studies have shown that a broader understanding of job satisfaction as a quality of employment indicator may be

enriched by examining the importance of the person's career to one's total life experience (Bailyn and Schein, 1976).

Career salience is defined as the perceived importance of work and career in one's total life. The definition implies the extent an individual considers his or her career as an integral or significant part of his or her life.

There has been substantial empirical evidence to support a relationship between career salience and job satisfaction (Sekaran, 1989; Klein, 1988). A study by Klein (1988) on 131 couples consisting of university and community employed professionals found that career salience was not only positively correlated with job satisfaction ($r = 0.34$; $p < 0.001$) but was also a significant predictor to job satisfaction (Beta = 0.25; $F = 3.98$; $p < 0.05$).

OVERALL JOB SATISFACTION

Overall job satisfaction is a central component of most approaches to understanding the work place. In general, overall job satisfaction is an affective response to work. A more rigorous meaning was developed by Dawis and Lofquist (1990) where they perceived job satisfaction as a pleasurable affective condition resulting from one's appraisal of the way in which the experienced job situation meets one's needs, values and expectations. In essence, job satisfaction results from the appraisal of the individual's total life situation. The theory of work adjustment adopts this definition in explaining the process of attaining and maintaining harmony or balance between the individual and the job environment (Dawis and Lofquist, 1990). A "holistic" approach encompassing all possible and relevant factors influencing the work force may help maximize employee job satisfaction through maximum correspondence between the individual and the environment.

METHOD

POPULATION AND SAMPLE

The sample was derived from a target population consisting of all academic staff ITM, Shah Alam. ITM Shah Alam has 18 schools consisting of about 1000 lecturers.

Three criteria were adopted to determine the actual accessible population. These were that respondents must have a minimum of five years experience in the service, be married and presently serving. These criteria were considered appropriate and relevant in the context of the study.

Based on the above criteria, the final sample size selected randomly consisted of 400 lecturers represented proportionately from the 18 schools. The process of selection of the sample was provided by the Computer Unit, ITM.

Adequacy of sample size was determined by the estimated sampling error (using a 95 percent confidence level). The estimated sampling error based on the size of the sample was 0.90.

DATA COLLECTION

A structured questionnaire was developed as the mode of data collection. The questionnaire was self-administered. In order to reduce and control non-response error, the questionnaires were delivered and collected personally whenever possible. A cover letter or letter of introduction from the Deputy Director of Academic and Student Affairs, ITM requesting the cooperation from the respondents was also attached to the front of the questionnaire. Pretesting was done to ensure the validity and reliability of the questionnaire.

Out of a sample size of 400, only 329 questionnaires were successfully distributed. The final number of valid cases was 185. This represented about 56 percent of the questionnaires distributed.

INSTRUMENTATION

The instruments used in testing the hypotheses were adaptations from previously developed instruments. The dependent variable, overall job satisfaction was measured based on the adaptation of short-form Minnesota Satisfaction Questionnaire (MSQ). It consisted of 20 items and provides a global index of overall job satisfaction. The items in the short-form MSQ measures intrinsic satisfaction, extrinsic satisfaction and general satisfaction. The MSQ was perceived as a sound measure of overall job satisfaction (Cook *et al.* 1981).

The Cronbach's alpha reported in the original instrument was 0.93. The measure of overall life satisfaction was adapted from the general index of well-being as defined by Quinn and Shepard (1974) in the Quality of Employment Survey. There were ten semantic differential scale items concerning their overall satisfaction and happiness with life based on a seven-point scale. It was reported by Rice *et al.* (1985) that the internal consistency was high for both the eight semantic differential items and the two global questions (alphas = 0.90 and 0.70).

Job characteristics were measured based on the adaptation of the job characteristics inventory developed by Sims *et al.* (cited in Cooks *et al.* 1981). Twenty items were used to measure task variety, autonomy, task identity and feedback. Coefficients alpha on the original scale from previous studies have been satisfactory, ranging from 0.72 to 0.90 (Cook *et al.* 1981).

The measure of Growth Need Strength (GNS) was adapted from the instrument developed by Hackman and Lawler (1971). The variable was measured based on 12 items where respondents are asked to indicate the magnitude of individual's desire to obtain higher order need satisfaction from work.

Self-esteem was measured based on the adaptation of Rosenberg Self-esteem Inventory (Rosenberg, 1965, 1989). According to Rosenberg (1965), the original instrument was internally reliable and unidimensional; and appears to have face validity. It was reported

that the reliability of the original instrument taken from five studies ranged from 0.78 to 0.86.

Sex-role orientation was measured based on the adaptation of the Short-form Bem Sex-Role Inventory (BSRI) (Bem, 1981). It consists of 10 masculine adjectives, 10 feminine adjectives and 10 neutral items. Stern *et al.* (as cited in Beere, 1990) reported that alpha coefficient of the original instrument was calculated at 0.96 from 380 adult men and 380 adult women.

Work-family conflict was measured based on the 20 items instrument developed by Sekaran (1986). The items measured the extent the respondents experienced conflicts between work and family tasks. The coefficient alpha reliability of the scale was 0.89 among professionals in the studies conducted by Sekaran (1983 and 1986).

Family satisfaction was measured by seven items based on Reardon's (1982) instrument on family satisfaction. The statements in the instruments relate to the extent of family satisfaction experienced by the respondents. Brayfield and Rothe (as cited in Reardon, 1982) reported a reliability coefficient of 0.87 for the original instrument.

Career salience was measured based on the adaptation of the seven items developed and utilized by Sekaran (1982). Respondents were required to indicate the extent of agreement or disagreement with the statements concerning the importance of their career in their lives. The Cronbach's alpha reported was 0.83 for professionals.

ANALYSIS OF DATA

As the variables were assumed to be measured at the interval level of measurement, correlational and regression analysis were used to determine potential associations and potential predicting capacity of the selected variables on overall job satisfaction respectively. The level of significance was determined at 0.05.

PROFILE OF RESPONDENTS

There were 86 males and 98 females in the sample. The mean age was 37 with majority in the range of between 38 and 45 years old. In terms of academic qualification, about 64 percent of the respondents have a Masters degree. It was also revealed that about 76 percent of the respondents were concentrated in the DT3 employment grade who fell mostly in the 38 to 45 age group. In terms of distribution of respondents by gender and employment grade, there was relatively equal representation between male and female for the grade DT2 and DT3. However, among 30 respondents in the DT1 grade, there were only 8 females. About 92 percent of the respondents have at least one child. About 60 percent of the respondents do not enjoy any form of domestic help despite the fact that about 75 percent of the respondents' spouses were employed elsewhere. The majority of the respondents have served between 5 to 12 years in ITM.

RESULTS

The level of overall job satisfaction among the lecturers is indicated in Table 1.

Table 1 Scores of Respondents' Level of Overall

Job Satisfaction		
Score Intervals	N	%
30 – 50	12	6.5
51 – 75	119	65.0
76 – 100	52	28.4
Total	183	100.0

Mean = 69.3 Median = 69 SD = 12.3
 Min. = 34 Max. = 100

Job Satisfaction Scale:

Scale Score:

1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree;

5 = strongly agree. Number of items=20;

Possible range = 20-100.

The measures of central tendency and correlation coefficients with overall job satisfaction are displayed in Table 2.

Table 2 Descriptive Statistics and Correlations with Overall

Job Satisfaction			
Variables	r	Mean	S.D.
Job characteristics	.69	65.2	12.6
Career salience	.51	29.6	4.2
Growth Need Strength	.40	44.0	9.1
Work-family conflict	-.23	43.7	16
Masculinity	.40	38.4	5.3
Femininity	.25	39.4	4.8
Family satisfaction	.26	30.0	4.7
Overall life satisfaction	.62	53.5	10

Based on Davis (1971) interpretation of magnitude of correlations, it can be observed that job characteristics, career salience and overall life satisfaction registered a substantial

positive correlation with overall job satisfaction. It can be implied that these variables are important in explaining overall job satisfaction.

Table 3 presents the results of the multiple regression analysis predicting overall job satisfaction.

Table 3 Multiple Regression Analysis: Significant Predictors of

Overall Job Satisfaction			
Independent variables	Beta	t	Sig t
Overall Life satisfaction	.44	6.9	.000
Job characteristics	.41	6.5	.000
Career salience	.21	3.6	.000
Family satisfaction	.14	-2.4	.014

Multiple R = .8 Unadjusted R Square = .64

Adjusted R Square = .63; F = 33.9; df= 9, 165

Sig F= .000

Results from the multiple regression analysis demonstrated that the regression model consisting of all the selected predicted variables was able to contribute about 63 percent of the variations in the level of overall job satisfaction.

Based on the Beta values and Significant t values in Table 3, four variables were perceived to be the best predictors of overall job satisfaction. The four variables were overall life satisfaction, job characteristics, career salience and family satisfaction. All four predictors were significantly related to overall job satisfaction at $p < 0.05$.

CONCLUSION

From the results of the study, it can be concluded that overall life satisfaction and family satisfaction were found to contribute significantly towards predicting overall job satisfaction. The findings have provided support that the conditions of work place do not control most of the attitudes and behaviors while at work.

The results provided reinforcing evidence of the importance of non-job related factors in determining overall job satisfaction. It cannot be refuted that overall job satisfaction can be better pronounced when placed within the context of the individual's total life space or total life situation.

The visible significant contribution of job characteristics and career salience based on the regression analysis model also indicated that job enrichment and careers are especially important among lecturers who may be seeking to achieve excellence in their lives.

Viewing the workplace and work behavior in isolation from factors outside the workplace is too simplistic. The workplace is an open system, reflecting a dynamic, active interaction with its environment.

Therefore, it is contended that worklife and life outside the workplace exist within a social and cultural context and both have to be mutually examined in relation to the total context.

The discovery of the importance of non-job related factors as predictors of job satisfaction is a clear signal to policy-makers in ITM to recognize that job satisfaction can only be partially affected by factors under their control. Hence, merely improving job related factors will not necessarily improve job satisfaction.

It is important to take a constructive step in this direction by recognizing, understanding, and accepting the fact that the concept of job satisfaction has indeed expanded. This realization may help policy-makers in developing a clearer and more comprehensive approach of managing employee overall job satisfaction.

Policy-makers need also to be aware that they can enhance overall job satisfaction by incorporating policies that could assist employees in dealing with family and life satisfaction. Benefits that are included in the New Remuneration System should also reflect a link-up with concerns of family and life satisfaction.

Since proper job design in the form of adequate job enrichment are important to lecturers, efforts should be directed to ensure that such positive attributes are sustained and enhanced.

Lecturers consider their career a significant aspect not only in their lives but also in their job satisfaction. Since job satisfaction is related to turnover and absenteeism, it is essential that the opportunities of building a stable and attractive career are constantly examined by policy-makers. Careers are especially important now in such a volatile and dynamic environment. Lecturers should be given the freedom to map out their careers. There should be the opportunity to break out into the corporate world if lecturers feel that ITM is not able to deliver what lecturers want. Since Malaysia is heading towards globalization and the creation of a fully developed and industrialized nation, ITM should provide the stimulation to lecturers to achieve quantum leaps in their career progression either in or outside ITM.

References

- Abu Bakar Hj. Hashim (1985) *An Analysis of Job Satisfaction Among Academic Staff of University in Malaysia*. Ph.D Dissertation, Ohio University.
- Bailyn, L. and Schein, E. H. (1976) "Life/Career Considerations as Indicators of Quality of Employment". In Biderman, A. D. and Drury, T. F. (Eds.) *Measuring Work Quality for Social Reporting*. New York: John Wiley and Sons, pp. 151-168.
- Beere, C. A. (1990) *Gender Role: A Handbook of Tests and Measures*. New York: Greenwood Press, pp. 74.

- Bem, S.L. (1981) *Bem Sex-Role Inventory: Professional Manual*. Palo Alto: Consulting Psychologists Press, Inc.
- Bledsoe, J. C. (1983) "factorial Validity of the Bem Sex-Role Inventory". *Perceptual and Motor Skills*. 56: 55-58.
- Brockner, J. (1988) *Self-Esteem at Work: Research, Theory and Practice*. Toronto: Lexington Books.
- Cook, J. D., Hepworth, S. J., Wall, T. D. and Warr, P. B. (1981) *The Experience of Work: A Compendium and Review of 249 Measures and Their Use*. London: Academic Press.
- Coverman, C. (1989) "Role Overload, Role Conflict and Stress: Addressing Consequences of Multiple Role Demands". *Social Forces*. 64(4): 965-982.
- Davis, J. A. (1971) *Elementary Survey Analysis*. Englewood N.J.: Prentice-Hall.
- Dawis, R. V. and Lofquist, L. H. (1990) *A Psychological Theory of Work Adjustment: An Individual-Differences Model and Its Applications*. Vocational Psychology Research: Minneapolis, Minnesota.
- Glisson, C. and Durich, M. (1988) "Predictors of Job Satisfaction and Organization Commitment in Human Service Organizations". *Administrative Science Quarterly*. 33: 61-81.
- Hackman, J. R. and Lawler, E. E. (1971) "Employee Reactions To Job Characteristics". *Journal of Applied Psychology Monograph*. 55(3): 259-286.
- Hodson, R. (1989) "Gender Differences in Job Satisfaction: Why Aren't Women More Dissatisfied?". *The Sociological Quarterly*. 30(3): 385-399.
- Hopkins, A. H. (1983). *Work and Job Satisfaction in the Public Sector*. Totowa, New Jersey : Rowman and Allan-held. pp: 144.
- Judge, T. J. and Watanabe, S. (in press) "Another Look at the Job - Life Satisfaction Relationship". *Journal of Applied Psychology*.
- Kanter, R. M. (1977) *Work and Family in the United States: A Critical Review and Agenda for Research and Policy*. New York: Russell Sage Foundation.
- Kavanagh, M. J. and Halpern, M. (1977) "The Impact of Job Level and Sex Differences on the Relationship Between Life and Job Satisfaction". *Academy of Management Journal*. 20(1): 66-73.
- Kemp, N. J. and Lock, J. D. (1983) "Job Longevity and Growth Need Strength as Joint Moderators of the Task Design-Job Satisfaction Relationship". *Human Relations*. 36(10): 883-898.
- Klein, H. (1988) "Job Satisfaction in Professional Dual-Career Couples: Psychological and Socio-economic Variables". *Journal of Vocational Behavior*. 32: 255-268.
- Koontz, H., O'Donnell, C. and Weihrich, H. (1986) *Essentials of Management*. (4th Ed.). New York: Halstead Press.
- Kopelman, R. E., Greenhaus, J. H. and Connolly, T. F. (1983) "Model of Work, Family and Interrole Conflict: A Construct Validation Study". *Organizational Behavior and Human Performance*. 32: 198-215.
- Kornhauser, A. (1965) *Mental Health of the Industrial Worker: A Detroit Study* New York: Wiley.
- Kulik, C. T., Oldham, G. R. and Hack, J. R. (1987) "Work Design as an Approach to Person-Environment Fit". *Journal of Vocational Behavior*. 31: 278-296.
- Loher, B.T., Noe, R.A., Moeller N. L. and Fitzgerald, M. P. (1985) "A Meta-Analysis of the Relation of Job Characteristics to Job Satisfaction." *Journal of Applied Psychology*. 70(2): 280-289.

- Parasuraman, S., Greenhaus, J. H. and Granrose, C. S. (1992) "Role Stressors, Social Support, and Well-Being Among Two-Career Couples". *Journal of Organizational Behavior*. July, 13(4): 339-356.
- Quinn, R. P. and Shepard, L. J. (1974) "The 1972-1973 Quality of Employment Survey. Ann Arbor, Mich: Survey Research Center University of Michigan.
- Rain, J. S., Lane, I. M. and Steiner, D. D. (1991) "A Current Look at the Job Satisfaction/Life Satisfaction Relations: Review and Future Considerations". *Human Relations*. 44(3): 287-307.
- Reardon, M. (1982) *The Perception of and the Coping with Role Conflict As Experienced by Employed Married Women And As Related to Work Satisfaction* Ph.D. Dissertation. Ohio University.
- Rice, R. W., McFarlin, D. B., Hunt, R. G. and Near, J. P. (1985) "Organizational Work and the Perceived Quality of Life: Toward A Conceptual Model". *Academy of Management Review*. 26: 177-188.
- Rosenberg, M. (1965) *Society and the Adolescent Self-Image*. New Jersey: Princeton University Press.
- Rosenberg, M. (1989) *Society And the Adolescent Self-Image*. Connecticut: Wesleyan University Press.
- Schermerhorn, J. R., Hunt, J. G. and Osborn, R. N. (1985) *Managing Organizational Behavior*. New York: John Wiley and Sons, Inc.
- Schultz, J. B. and Henderson, C. (1985) "Family Satisfaction and Job Performance: Implications for Career Development" *Journal of Career Development* September: 33-47.
- Schuttenberg, E. M., O'Dell, F. L. and Kaczala, C. M. (1990). "Vocational Personality Types and Sex-role Perceptions of Teachers, Counselors and Educational Administrators". *The Career Development Quarterly*, Sept. 1990, vol 39: 60-71.
- Seashore, S. E. and Taber, T. D. (1975) "Job Satisfaction Indicators and Their Correlates". *American Behavioral Scientist* 18(3): 333-368.
- Sekaran, U. (1982) "An Investigation of the Career Salience of Men and Women in Dual Career families" *Journal of Vocational Behavior* 20: 111-119.
- Sekaran, U. (1983) "Factors Influencing the Quality of Life in Dual-career families" *Journal of Occupational Psychology* 56: 161-174.
- Sekaran, U. (1986) *Dual-Career Families: Contemporary Organizational and Counseling Issues*. San Francisco: Jossey-Bass.
- Sekaran, U. (1989) "Understanding the Dynamics of Self-Concept of Members in Dual-Career Families" *Human Relations* 42(2):97-116.
- Steiner, D. D. and Truxillo, D. M. (1989) "An Improved Test of The Dissegregation Hypothesis of Job and Life Satisfaction." *Journal of Occupational Psychology*. 62: 33-39.
- Tait, M., Padgett, M. Y. and Baldwin, T. T. (1989) "Job and Life Satisfaction: A Revaluation of the Strength of the Relationship and Gender Effects as a Function of the Date of the Study". *Journal of Applied Psychology*. 74(3): 502-507.
- Wexley, K. N. and Yukl, G. A. (1977) *Organizational Behavior and Personnel Psychology*. Homewood, Illinois: Richard D. Irwin Inc.
- Whitley, B. E. Jr. (1984) "Sex-Role Orientation and Psychological Well-Being: Two Meta-Analyses". *Sex Roles*. 12(1/2): 207-225.